

Wisconsin Department of Health and Family Services

Information Packet

May, 2003

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Introducing the Department of Health and Family Services

The Department of Health and Family Services has many key responsibilities including child welfare, long term care, physical and developmental disability programs, sensory disability programs, AODA and mental health, public health, health care for low income, elderly and disabled persons, regulation and licensing of a variety of facilities, and operation of care and treatment facilities.

The Department is organized into five divisions and three offices.

The Division of Children and Family Services provides a major focus on issues and policies affecting children, families and communities. The Division's responsibilities include public child welfare, adoptions, kinship care, regulation and licensing of child care, child placing agencies and residential care centers for youth, domestic violence, youth development, community services block grant, emergency food assistance and teen pregnancy prevention.

The Division of Disability and Elder Services manages programs involving mental health, substance abuse, developmental disabilities and sensory disabilities, as well as aging and long-term support programs, including delivery systems development. The division also has quality assurance responsibilities for the regulation and licensing of all adult care programs and facilities, and manages the state supplemental security income program. In addition, the division operates state institutions that provide care and treatment for persons with mental illness, developmental disabilities, and/or sexually violent behaviors.

The Division of Public Health manages programs in the areas of environmental health, occupational health, family and community health, emergency medical services, injury prevention, chronic disease prevention, health promotion, communicable disease prevention, oral health, school health, minority health and women's health.

The Division of Health Care Financing focuses on the purchase of quality health care for low income, elderly and disabled persons, expansion of managed health care and control of health care costs, performing eligibility determinations for Medicaid and food stamps, federal supplemental security income and social security disability insurance programs, providing health care information, and issuing food stamp benefits.

The Division of Management and Technology provides management support for fiscal services, information technology, personnel, affirmative action and employment relations to the program divisions of the Department.

The Office of Strategic Finance provides departmentwide planning, budgeting and evaluation services. It is also responsible for contract administration and oversight of county and tribal human service agencies.

The Office of Program Review and Audit conducts internal audits and audits of agencies under contract with the Department, reviews and resolves the annual independent audits of subrecipients, and coordinates Department efforts to create audit and allowable cost policies.

The Office of Legal Counsel serves as a law office within the Department, providing the Department with legal advice and representation.

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Kenneth Munson, Deputy Secretary
Diane Welsh, Executive Assistant

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Office of Program Review and Audit, Pat Cooper, Director, PO Box 7850, Madison, WI 53707-7850, 608/267-2846

Office of Legal Counsel, Dan Stier, Director, PO Box 7850, Madison, WI 53707-7850, 608/266-8428

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✓ Organization

Department of Health and Family Services Functions

Secretary
Deputy Secretary
Executive Assistant

Assistant to the Secretary
Office Support
Constituent Relations
Public Information
Legislative Liaison

Office of Program Review &
Audit

Office of Legal Counsel

Office of Strategic Finance

Division of
Children & Family Services

Division of Disability
& Elder Services

Division of
Public Health

Division of
Health Care Financing

Division of
Management & Technology

Adol Preg Prevention
Adoptions
Adoption Search
Alliance for Drug Free Wis
Child Abuse & Neglect
Child Caring Institutions
Coordinated Services Team Initiative
Domestic Abuse
Family Preserv & Support
Foster Care
Hunger Prevention Prog
Migrant/Hispanic Svcs
Regulation of Day Care
Programs, Group Foster
Homes, CCIs and Child
Welfare Programs
Runaway Programs
Teen Parent Init & Svc
Youth AODA Prevention
Youth Indep Living

Adult Day Care
Alzheimers Family Caregivers Support
Birth-Three Program and Council
Brain Injury Waiver Program
Caregiver Background Check Program
Certification of Mental Health & AODA Programs
Children's Long-Term Care Redesign
& Advisory Committee
Community Integration Program
Community Options Program
Community Support Programs for
Children w/Severe Mental Illness
Coordinated Service Team Initiative
Developmental Disabilities
Elder Abuse
Elderly/Senior Programs
Family Care Program
Family Support Program
Governor's Council on People w/Disabilities
Human Services Reporting System
Integrated Service Programs for
Children w/Severe Emotional Disturbances
Intoxicated Driver Program
Katie Beckett Program
Mental Hlth/AODA Redesign
& Advisory Committee
Mental Health and Council
Nurses Aide Training Registry
PACE Program
Partnership Program
Pathways to Independence
Regulation of Adult Family Homes, CBRFs
Adult Day Care & Res. Care Apartment Complexes
Regulation of Hospitals, Laboratories, etc.
Regulation of Nursing Homes
Services for the Blind & Visually Impaired & Council
Services for the Deaf & Hard of Hearing & Council
Services for Persons w/Physical Disabilities
& Council
State Independent Living Council
State SSI, Caregiver Supplement, SSI-E Program
Substance Abuse, Addiction & Council
Synar (Youth Tobacco) WI Wins
Wisconsin Council on Developmental Disabilities

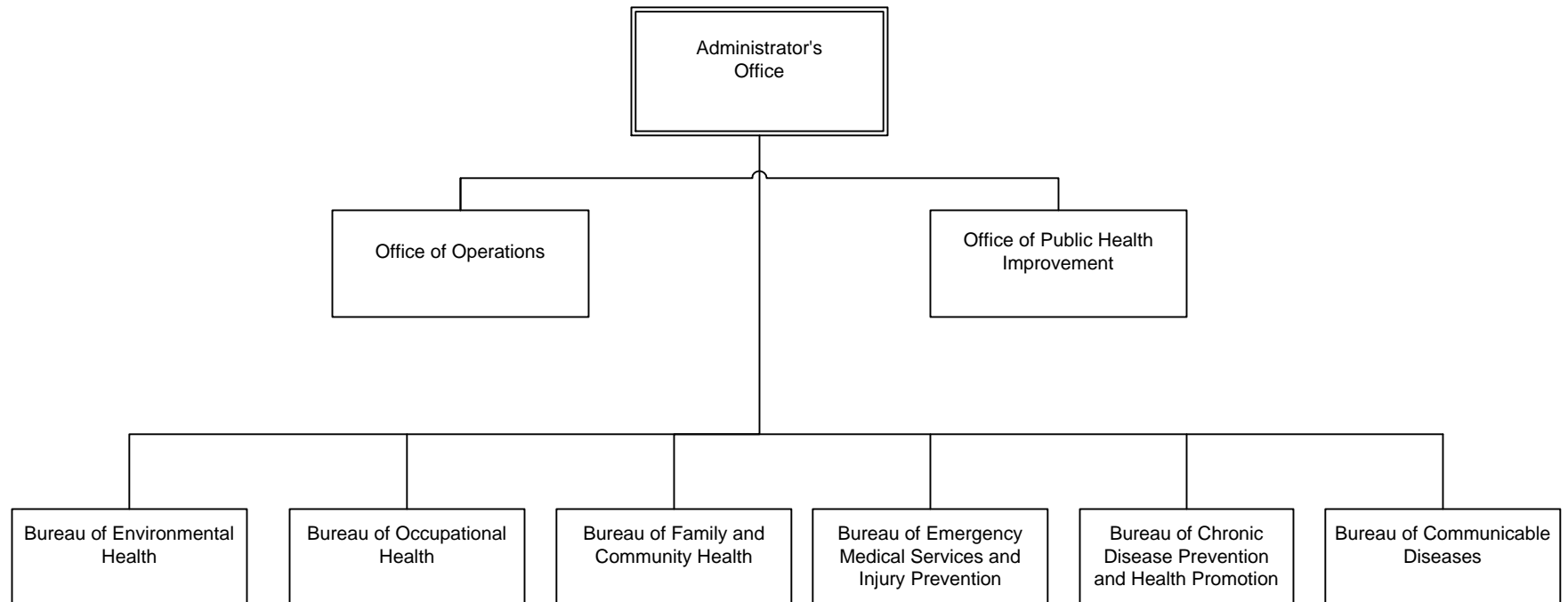
Centers for the Developmentally Disabled
Community Consultation
Community Placements
Conditional/Supervised Release
Forensic Services
Institution Food Service Mgmt
Mental Health Institutes
Patient Rights & Grievances

AIDS/HIV/STD Programs
Air Quality
Chronic Disease Prevention
Communicable Disease
Surveillance and Prevention
Comprehensive School Health
Disaster/Emergency Response
Environmental Health
Family Health
Fish Consumption Advice
Groundwater Standards
Health Hazard Evaluation
Health Professional Shortage Areas
Health Promotion
Immunizations/Vaccines
Infant Screening
Injury Prevention
Licensing/Certification/Registration:
Emergency Medical Services;
Restaurants; Hotels/Motels; Bed & Breakfast
Homes; Dairy Operations; Campgrounds;
Public Swimming Pools/Whirlpools;
Tattoo/Body Piercing;
Lead/Asbestos Abatement;
Tanning Beds; X-ray Equipment
Minority Health
Nutrition Information
Occupational Health
Oral Health
Primary Care
Public Health Epidemiology
Public Health Nursing
Radiation Protection Programs
Reproductive Health
Rural Health
Sexual Assault Prevention
Tobacco Education
Women's Health
Women, Infants, Children (WIC)
Supplemental Food Program

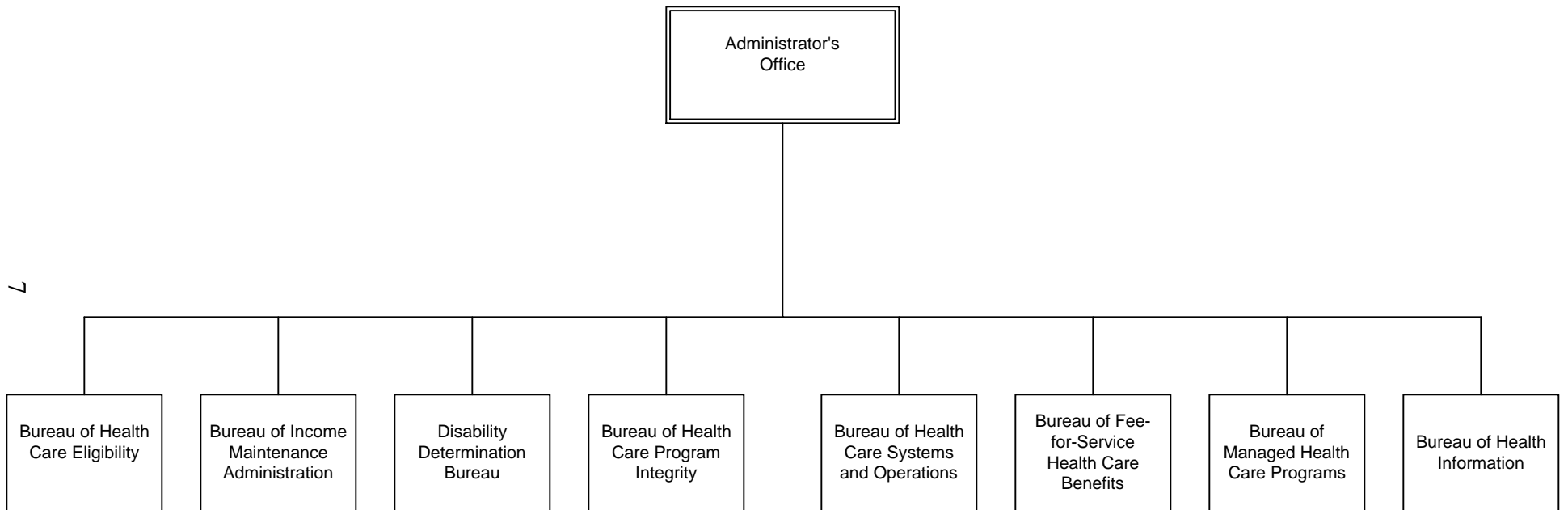
BadgerCare
Children Come First
Chronic Renal Disease
Coordination of Benefits
Decision Support System
Disability Determinations
Disability Hearings
Eligibility Policy and Waivers
Estate Recovery
Fee-for-Service Benefits Policy &
Reimbursement
Fiscal Agent Liaison & Monitoring
Food Stamp & Eligibility Outreach
Food Stamp Program
General Relief
Health Care Connections
Health Information
Health Services Utilization Data
HIRSP
Hospital Rate Setting
Managed Care Programs
Medical Assistance
Medical Policy
MH/AODA Managed Care Projects
Milwaukee Wrap Around
Nursing Home Reimbursement
PACE/Partnership
Population Health Data
Prior Authorization
Provider Audits
Provider Certification
Quality Assurance
Recipient Lock-In
Senior Care Prescription Program
Social Security & SSI Disability Determination
SSI HMO Program
SSI Medicaid Eligibility
State Data Exchange
Vital Records & Statistics
WisconCare
Wisconsin Medicaid Program

Accounting
Affirmative Action/Civil Rights Compliance
Business Process Management
Collections
Dept. Library
Employee Assistance
Employment Relations
Engineering
Health and Safety
Information Systems
Office Space
Payroll & Benefits
Personnel
Purchasing
Records & Forms Mgmt
Reorganization Review
Telecommunications
Training & Development
Wisconsin Environmental Protection Act
(WEPA) Coordination

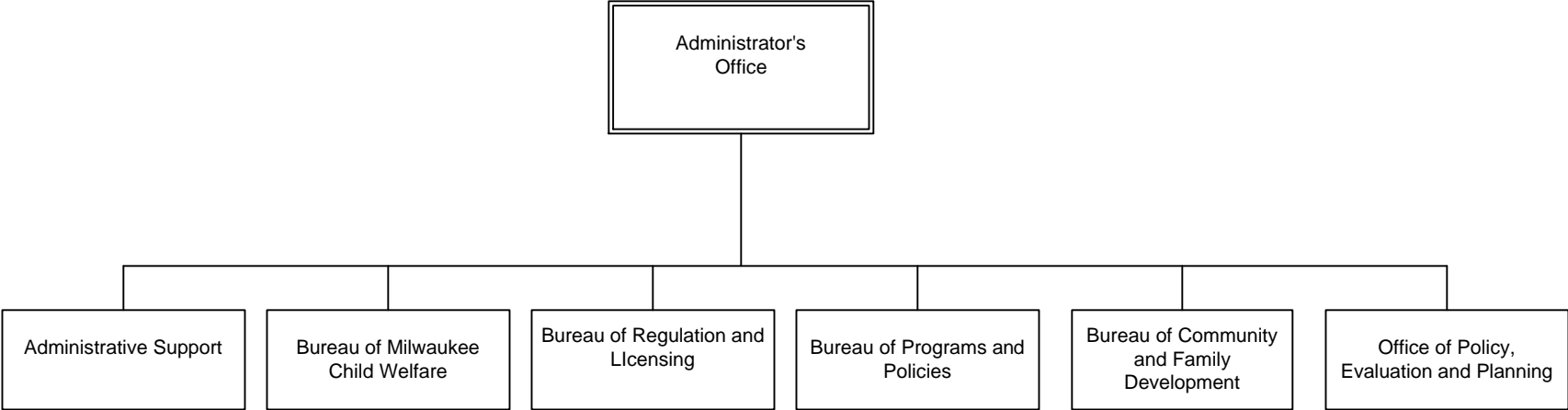
Division of Public Health



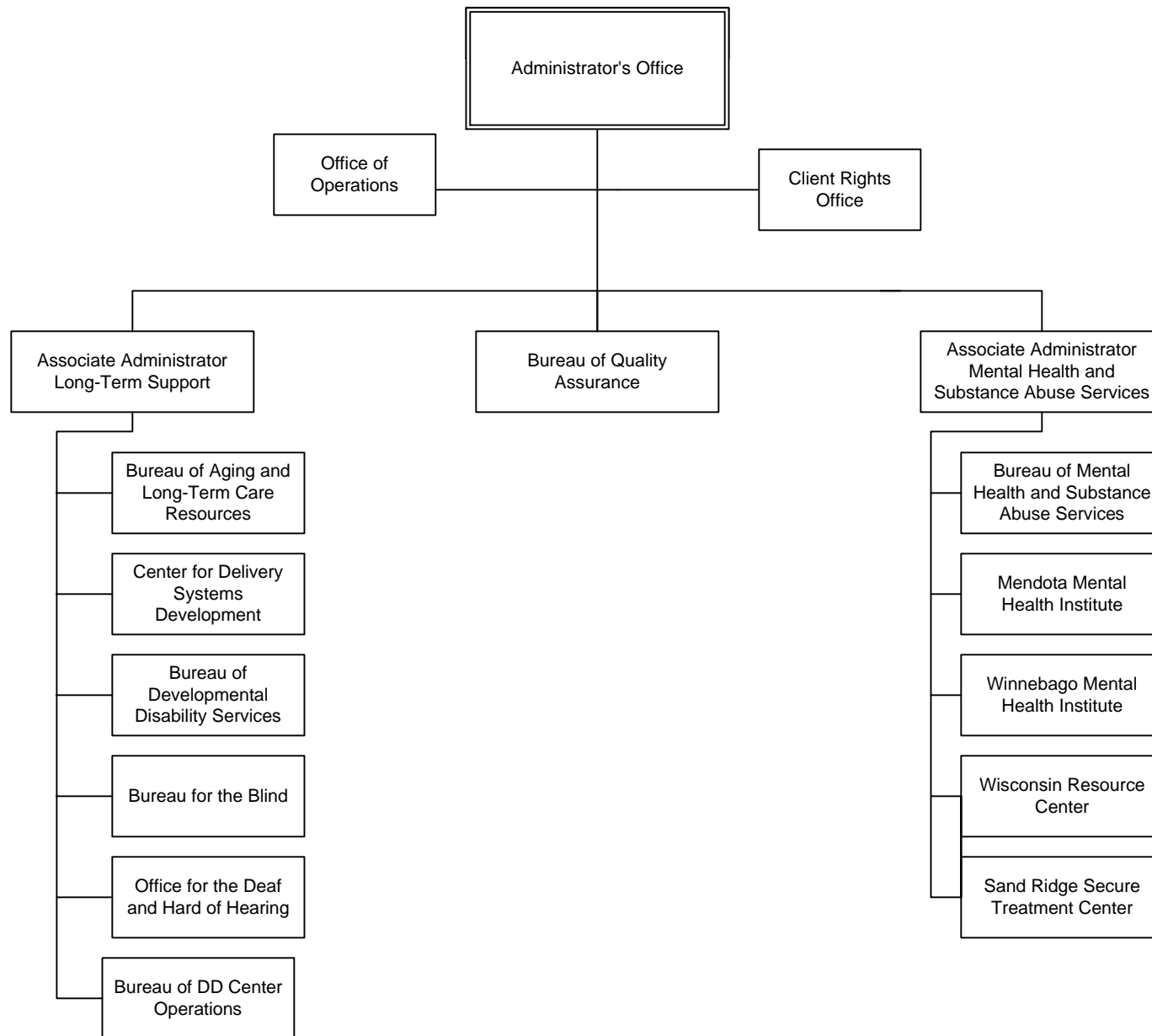
Division of Health Care Financing



Division of Children and Family Services

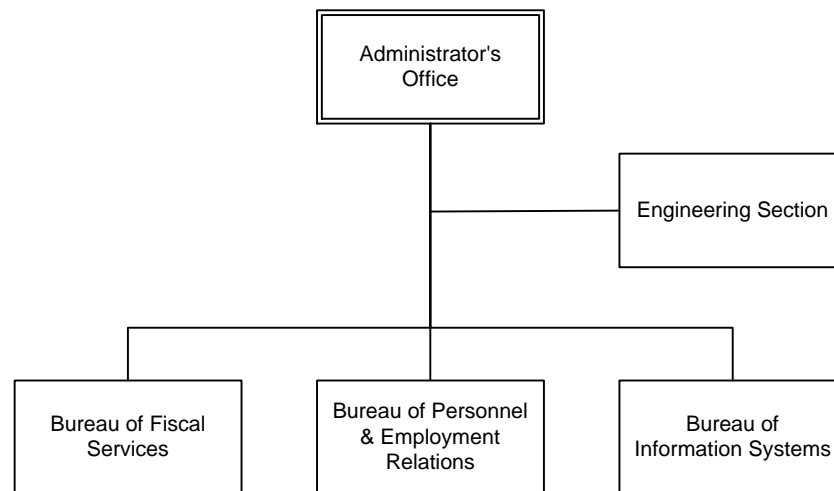


Division of Disability and Elder Services



Northern Wisconsin Center
Central Wisconsin Center
Southern Wisconsin Center

Division of Management and Technology



✓ Programs and Services by Division

Division of Public Health

The Division administers programs to promote and protect public health, prevent disease and disability, and promote healthy behavior.

1. **Communicable Disease.** Promotes efforts to prevent and control communicable diseases among Wisconsin citizens, including those resulting from terrorist attacks. Implements surveillance, control, and prevention measures; assists local health departments, health care providers, and citizens to prevent and control the spread of communicable diseases; maintains a statewide communicable disease surveillance system; assists in early identification and intervention of communicable diseases; and informs the public about ways to prevent and control communicable diseases.
2. **Chronic Disease Prevention and Health Promotion.** Develops and supports programs aimed at reducing the incidence of chronic disease among Wisconsin citizens and promotes the availability of health services to those with chronic conditions. Assesses health status, risk factors, and preventative health practices of the population; identifies desirable health practices and services; provides ongoing health surveillance; promotes public health education, programming and initiatives to promote the health of citizens; and prevents chronic disease.
3. **Family and Community Health.** Provides leadership to assure the health and well-being of all Wisconsin families and their communities. Develops, implements and administers policies for the health and well-being of women, children, and families. Programs include maternal and child life cycle health, nutrition education and counseling, supplemental food for pregnant and nursing women and children at nutritional risk, and vendor compliance.
1. **Occupational Health.** Assists Wisconsin citizens in preventing work-related illnesses and injuries and protects the public from health risks associated with occupational activities. Provides tracking of occupational diseases and injuries through surveillance programs. Provides assistance to employers to help create safer workplaces and provides training and program assistance on workplace safety and health. Licenses workers, managers and companies involved in lead and asbestos abatement, registers lead-safe and lead-free properties and accredits lead and asbestos training providers.
5. **Environmental Health.** Promotes public health through statewide programs to increase public awareness of environmental hazards and disease and prevent and control exposure to environmental hazards. Provides screening, education, home inspections, technical assistance and lead abatement consultation to reduce childhood lead poisoning risk. Investigates residential indoor air quality; conducts research on the health effects of eating contaminated fish; evaluates the health effects of environmental exposures to contaminants and hazardous materials. Inspects and registers facilities and sources of ionizing radiation. Inspects and licenses eating establishments, recreational facilities, pools, and tattoo/body piercing parlors. Coordinates public health information through the Health Alert Network and National Electronic Disease Surveillance systems.
6. **Emergency Medical Services and Injury Prevention.** Manages an emergency medical services system and injury prevention program to reduce premature death and disability resulting from injuries or sudden

illness. Licenses emergency medical service providers and technicians, supervises and approves training, approves and coordinates advanced support services, coordinates the Department's response to natural and man-made disasters, and coordinates injury prevention activities. Coordinates the development of a statewide trauma system.

7. **Office of Public Health Improvement.** Provides crosscutting, collaborative leadership to support efforts that assure the implementation of the State Health Plan. Serves as a resource base for the Division of Public Health, other Divisions in the Department, and public health system partners. Includes key departmental representatives and spokespersons for the following major focus areas: minority health; women's health; statewide public health nursing direction; integrated public health data and information; comprehensive school health program; oral health; and State Health Plan coordination.
8. **Office of Operations.** Provides the operational and administrative support for the Division of Public Health in the following areas: budget analyses and monitoring; communications and health information; distance learning coordination; forms and records management; grant processing/contracting; information and technology support and security; division policies and procedures; personnel; printing and web content; and public health preparedness management.

Division of Health Care Financing

The Division provides access to health care for low income and medically needy persons. It also provides health care information to assist consumers in decisions on health care providers and health care plans.

1. **Medicaid.** Pays for health related services to low-income and medically needy persons. These include services provided by nursing homes; and fee-for-service and managed care health care providers.
2. **Food Stamps.** Pays for food stamp benefits for low-income clients.
3. **Income Maintenance.** Administers eligibility management services for Medicaid and food stamps including contracts with counties and tribes for local program administration and management of the statewide CARES automated system.
4. **Health Care Systems and Operations.** Implements, operates and monitors program operations, systems, procedures and contracts. Coordinates payment for services with other funding sources and recovers payments from the estates of recipients, where appropriate.
5. **Health Care Eligibility Determination.** Develops and implements eligibility policies for the Division's health care programs, works with counties and tribes to determine eligibility, and provides outreach to citizens about value of health care services and the eligibility rules.
6. **Health Care Program Integrity.** Develops and implements prior authorization guidelines, performs audits of service providers, and develops quality control measures and standards.
7. **Fee-for-Service Health Care Benefits.** Develops reimbursement rates for direct medical and policy services and programs. Manages the entire Medicaid budget. Oversees Medicaid statutory changes, administrative rule updates, and federal state plan changes. Reviews and audits nursing home costs.
8. **Managed Health Care.** Develops and administers all Medicaid Managed Care Programs for Medicaid recipients, AFDC-related and BadgerCare low-income families with children, disabled children and adults and low-income elderly.
9. **Health Information.** Registers and maintains the official records of births, marriages, divorce, adoption, and death of Wisconsin residents and provides data on Wisconsin's health status, health care use, health care services providers and morbidity and mortality. Collects and analyzes health survey information on various health care providers. Assists consumers in decisions regarding choice of health care providers and health plans.
10. **Disability Determination Services.** Provides disability and blindness eligibility determinations under contract with the Social Security Administration for individuals who apply for Supplemental Security Income, Medicaid or Social Security Disability benefits.

Division of Children and Family Services

The Division of Children and Family Services provides a major focus on issues and policies affecting children, families and communities. The Division's responsibilities include public child welfare, adoptions, kinship care, regulation and licensing of child care, child placing agencies and residential care centers for youth, domestic violence, youth development, community services block grant, emergency food assistance and teen pregnancy prevention

1. **Child Protective Services.** Provides statewide leadership, program planning and policy development in the identification, treatment and prevention of child abuse and neglect. Establishes standards, monitors county programs, maintains statewide statistics, publishes annual reports, and provides education and training.
2. **Milwaukee Child Welfare.** Provides child welfare services in Milwaukee County. Identifies children who have been abused or neglected, or are at risk of abuse and neglect, and provides immediate protection from further harm. Provides services that will keep the children healthy and safe and which will support and strengthen families.
3. **Out-of-Home Care.** Provides a stable environment for children whose parents or relatives are unable to protect them or provide safe, adequate care for them. Out-of-home care settings include foster family homes, group homes, and residential care centers for youth. Placements in out-of-home care are coordinated by county agencies or through private child placing agencies.
4. **Adoption of Special Needs and Minority Children.** Provides direct services through partnership with the private sector to find adoptive homes for hard to place children which may consist of sibling groups, older children, members of a minority group or children who are physically or emotionally disabled.
5. **Adoption Records Search.** Provides existing social and medical information from closed adoption records to eligible persons requesting such information, including those 18 years of age or older who were adopted or available for adoption in Wisconsin. Seeks to provide updated medical information about birth family members to eligible requesters. Seeks to provide, upon request, identifying information and/or a copy of the original birth certificate to persons age 21 or older who were adopted or available for adoption in Wisconsin.
6. **Alliance for Wisconsin Youth.** Incorporates broad-based efforts to promote positive youth development and prevent high risk youth behaviors with an emphasis on alcohol and drug use. The Alliance promotes the provision of five fundamental resources throughout Wisconsin. These five promises are: *mentor* -- an ongoing relationship with a caring adult; *nurture* -- safe places and structured activities during non-school hours to learn and grow; *protect* -- a healthy start and a healthy future; *teach* -- a marketable skill through effective education; and *serve* -- an opportunity to give back through service to the community. The Alliance also oversees the State's plan to prevent teenage pregnancy.

7. **Brighter Futures Initiative.** Provides a partnership between state and local government that helps children, youth and families achieve their maximum potential by promoting the following goals: healthy families and children/youth; children's school readiness; children safe in their families and communities; and youth successful navigation to adulthood. The goals will be measured by the following set of benchmarks: reduction in teenage pregnancy rates; reduction in youth violence; reduction in the occurrence of youth substance abuse; and reduction in the substantiated incidence of child abuse and neglect.
8. **Domestic Abuse Services.** Provides statewide leadership and funding to domestic abuse organizations that provide children's programming, temporary shelter and food, counseling, information and referral, crisis hotlines and long-term support and housing for battered women who have left abusive relationships.
9. **Licensing and Quality Assurance of Children's Facilities.** Assures the safety and welfare of children in family and group child care centers and day camps, residential care centers for youth, group foster homes, shelter care facilities and holdover rooms, and child placing agencies. Assess applications, issue licenses, conduct on-site inspections, investigate complaints, provide technical assistance and consultation and take enforcement actions.
10. **Abstinence Initiative.** Funds projects across the state to increase the number of youth who choose to be abstinent from sexual activity and decrease the number of teen births.
11. **Kinship Care.** Supports the concept of children residing with a relative to alleviate family stress or temporary familial problems rather than being placed in a foster home or other type of out-of-home placement. For children who come to the attention of the child welfare system, Kinship Care creates another placement option for a child who may not be able to continue living at home with his or her parents.
12. **Independent Living.** Helps youth 15 to 21 years of age gain the skills necessary for successful transition from out-of-home care to living independently in the community. Services may include training and assistance in basic living skills; job seeking, work experience and employment; obtaining high school diploma and higher education; financial self-sufficiency; and access and knowledge of local resources. Develops and issues policies and procedures for the use of the funds, provides technical assistance and consultation on the development of program and evaluation practices, and issues and monitors contracts to counties, tribes and the Department of Corrections/Division of Juvenile Corrections.
13. **Community Services Block Grant.** Provides states and federal and state-recognized Indian tribes with funds to provide a range of services to address the needs of low-income individuals to ameliorate the causes and conditions of poverty. DCFS provides CSBG funding to 16 Community Action Agencies, Rural Housing, Coalition on Aging, UMOS and 11 Tribes.
14. **The Emergency Food Assistance Program (TEFAP).** Provides food assistance to low-income families through the distribution of food available through the United States Department of Agriculture. Distributes food to food pantries, shelters, and soup kitchens across the state.

Division of Disability and Elder Services

The Division is responsible for a continuum of care for elderly people and people with disabilities, including individuals with mental health and substance abuse needs. It includes both community-based and institutional services. Community-based services are provided whenever appropriate. The Division operates programs that provide community-based services to persons with disabilities and the elderly, including Family Care, Community Options Program and Medicaid Home and Community-Based Waiver programs. The Division also operates the state institutions that provide care and treatment for persons with mental illness, developmental disabilities, and/or sexually violent behaviors. The Division licenses and certifies health and community care providers and administers the State SSI Supplement Program. The Division's purpose is to assure quality of care, treatment and quality of life for the elderly and persons with developmental disabilities, mental illness, substance abuse problems, physical disabilities, and sensory disabilities.

1. **Elderly.** Responsible for developing and promoting public policy, and planning the delivery of services that enhance the self-sufficiency of older persons of all incomes and conditions. Responsible for the Older Americans Act programs (Elderly Nutrition Program and the Senior Community Services Employment Program), the State Adult Protective Services laws, the elder abuse program, senior volunteer programs, the elderly benefit specialist program, and the caregiver support program. Responsible for a number of long term care programs, including the Community Options Program, Medicaid Home and Community-Based Waiver Programs, medical assistance case management, medical assistance personal care, the Independent Living Centers, and the Wisconsin Assistive Technology Program.
2. **Persons with Physical Disabilities.** Works with the Governor, Legislature, and state agencies on behalf of persons with physical disabilities; administers independent living programs around the state; serves as fiscal agent to the American with Disabilities Act Wisconsin partnership; and provides information, referral and training on topics related to physical disability.
3. **Delivery Systems Development.** Provides administration, contract development and monitoring, technical assistance, rate setting analysis, evaluation and research for innovative programs: the Wisconsin Partnership Program, Family Care, Pathways to Independence, and Bridges to Work. For each program, new delivery systems are under development to provide ways to more effectively address needs of elderly persons or persons with disabilities.
4. **Developmental Disabilities.** Administers four Home and Community-Based Waiver Programs that both return people to their communities from institutions and prevent institutionalization of other individuals; as well as managing a comprehensive set of support and services to children and their families through the Family Support, Birth to Three, and Katie Beckett programs. Provides leadership and assistance throughout the system in residential services; in assisting families to help individuals own their own homes; in helping people with developmental disabilities obtain jobs; and in improving the overall quality and safety of services and support provided in the community.
5. **Blind.** Administers programs for people who are blind or visually impaired. Rehabilitation Specialists for the Blind provide direct services to blind and visually impaired persons in the form of independent living

instruction, adaptive technologies, and vocational support services. With training, individuals can remain in their homes, avoid relocation to healthcare settings, and maintain the quality of life within their communities.

6. **Deaf and Hard of Hearing.** Provides information, assistance, education and prevention services to deaf, deafblind and hard of hearing communities, as well as educating providers and the hearing community about how to communicate with deaf, deafblind and hard of hearing consumers. These services include information about deafness, deafblind and hard of hearing issues, American Sign Language, community resources, communication/assistive listening technology, and American with Disabilities Act training. Services are provided through regional coordinators for the deaf and hard of hearing. Also provided are funds to enable people to purchase special telecommunication devices, provide access to essential communication services through the Service Fund and support the Wisconsin Interpreting and Transliterating verification program that sustains a pool of qualified sign language interpreters.
7. **Supplemental Security Income (SSI).** Administers the state SSI benefit, which encompasses a basic state supplement, exceptional expense supplement and caretaker supplement. Wisconsin's program eligibility and benefit records are maintained and monthly benefit payments are produced by EDS, under contract with the Department. Both the federal SSI (800-772-1213) and state SSI (800-675-0249) programs operate toll free helplines for beneficiaries.
8. **Mental Health and Substance Abuse Services.** Responsible for the development of programs and initiatives targeted to prevention, diagnosis, and early intervention for substance abuse, addiction and mental illness affecting the community public mental health and substance abuse delivery systems in Wisconsin. Prevention efforts include educational activities, consultation, technical assistance and identification of best practices. Serves adults and elderly persons with severe and persistent mental illness, children with severe emotional disturbance, and adults and elderly persons with substance abuse problems. Services are provided in collaboration with counties, providers, consumers, and families.
9. **Quality Assurance.** Assures the safety, welfare and health of persons utilizing health, long-term care and community-care provider services. Assures quality of care and quality of life through the development of rules/standards, on-site inspections (surveys), complaint investigations, enforcement activities, facility plan reviews, training, policy interpretations, best practice initiatives, nurse aide registration, caregiver background checks and investigations, provider information and education, and proactive relationships among providers and consumers.
10. **Centers for Persons with Developmental Disabilities**

Northern Wisconsin Center (NWC). Provides extended and short-term care, medical treatment, and habilitation for eligible persons with developmental disabilities. Specialized medical, psychological, psychiatric, educational, recreational, habilitative, and rehabilitative programs and services are provided. NWC also provides an intensive treatment program for adults. Community transitions are planned with the legally responsible county and guardians. Clinical evaluation and planning services are also provided at the request of counties, providers and families, both in the centers and in the community. Short-term care or short-term treatment and evaluation programs are also available. In addition, the NWC provides behavior

management assistance, individualized consultation, and training to community-based providers, families and guardians.

Central Wisconsin Center (CWC). Provides extended and short-term care, medical treatment, and habilitation for eligible persons with developmental disabilities. Specialized medical, psychological, psychiatric, educational, recreational, habilitative, and rehabilitative programs and services are provided. CWC also provides a specialized medical short-term care unit and an intensive treatment program for children and adolescents. Community transitions are planned with the legally responsible county and guardians. Clinical evaluation and planning services are also provided at the request of counties, providers and families, both in the centers and in the community. Short-term care or short-term treatment and evaluation programs are also available. In addition, CWC provides behavior management assistance, individualized consultation, and training to community-based providers, families and guardians.

Southern Wisconsin Center (SWC). Provides extended and short-term care, medical treatment, and habilitation for eligible persons with developmental disabilities. Specialized medical, psychological, psychiatric, educational, recreational, habilitative, and rehabilitative programs and services are provided. SWC also provides an intensive treatment program for adults. Community transitions are planned with the legally responsible county and guardians. Clinical evaluation and planning services are also provided at the request of counties, providers and families, both in the centers and in the community. Short-term care or short-term treatment and evaluation programs are also available. In addition, the SWC provides behavior management assistance, individualized consultation, and training to community-based providers, families and guardians.

11. Mental Health Institutes.

Mendota Mental Health Institute (MMHI). MMHI is a fully licensed hospital, which provides specialized inpatient psychiatric evaluation, assessment and treatment with a multi-disciplinary approach for persons with mental illness and persons with substance abuse issues. Admissions are authorized by community mental health boards or by court order. Forensic patients are committed by the courts for evaluation and treatment. MMHI also provides consultation to community mental health boards and other service providers for development of programs or for clinical cases. In addition, MMHI provides inservice training, continuing education, seminars and educational programs. It also operates the Mendota Juvenile Treatment Center that serves as a secure juvenile correctional facility offering specialized mental health assessment and treatment for juveniles transferred from the Department of Corrections.

Winnebago Mental Health Institute (WMHI). WMHI is a fully licensed hospital, which provides specialized inpatient psychiatric evaluation, assessment and treatment with a multi-disciplinary approach for persons with mental illness and persons with substance abuse issues. Admissions are authorized by community mental health boards or by court order. Forensic patients are committed by the courts for evaluation and treatment. The Institute also provides consultation to community mental health boards and other service providers for development of programs or for clinical cases. In addition, MMHI provides inservice training, continuing education, seminars and educational programs.

12. **Wisconsin Resource Center.** Provides treatment, custody, education, and skills building for convicted offenders who have mental health, behavioral or developmental disability needs that cannot be met in the traditional prison environment. It also provides services to individuals under the Sexually Violent Persons Law, (Stats., Chapter 980).
13. **Sand Ridge Secure Treatment Center.** Provides services under the sexually violent persons law (Chapter 980), which provides for civil commitment of persons who are considered dangerous due to a mental disorder making it substantially probable they would engage in acts of sexual violence. Services include court-ordered examinations, sex offender treatment and detention, and administration of services for patients placed on supervised release in the community.

Division of Management and Technology

The Division provides the following support services to the rest of the Department.

1. **Information Technology.** Manages information technology services for the entire Department. Includes development of new applications, planning and development efforts, contract administration for outsourced services, and operation of Department data and voice communications network.
2. **Records and Forms Management.** Manages Department-wide forms and records management program; provides direct forms and records management services to DMT, institutions, and Executive Services; manages Department compliance with Wisconsin Document Depository Program; operates the Department forms/publications center.
3. **Personnel and Employment Relations .** Manages Department recruitment, hiring, and job classification; provides employment and labor-management relations services; coordinates employee assistance; conducts management training; provides coordination and leadership for the Department risk management and health and safety functions; and manages payroll and benefits for the Department.
4. **Employee Development and Training.** Manages the Technology Learning Center; provides classroom and distance learning opportunities in non-programmatic, computer desktop and human resource areas including supervisor and management development. Operates the Department library; coordinates the employee suggestion program, the exit interview questionnaire process and the PPD system. Manages the conflict resolution function.
5. **Affirmative Action and Civil Rights Compliance.** Manages Department affirmative action, equal opportunity, and civil rights compliance programs and initiatives.
6. **Fiscal Services.** Provides accounting, payment processing, and federal grant and aids accounting, and federal grant claiming. Monitors the operating budget.
7. **Collections .** Handles billing and collection of client debts for Department services and bills Medical Assistance and Medicare claims to the federal government for state institutions.
8. **Purchasing.** Purchases goods and services for the Department.
9. **Facilities Management.** Manages the capital budget and building program and provides engineering, space management and energy conservation services for the Department.
10. **Process Reengineering.** Provides consultation, coordination and leadership of process and organizational development designed to improve the effectiveness and efficiency of Department operations.

Office of Strategic Finance

The Office provides departmentwide planning, budgeting and evaluation services. It is also responsible for contract administration and oversight of county and tribal human service programs.

1. **Planning.** Develops the Department's strategic plan that defines the vision, mission, goals and major strategies for the Department. Facilitates the development of Division and Office Action Plans that define actions for implementing the goals and strategies in the Department's strategic plan. Develops initiatives with the Office of the Secretary and Management Team. Provides and facilitates strategic planning and policy analysis for new Department-wide initiatives. Coordinates the development of "Talking Point Papers" on key departmental programs and initiatives.
2. **Budget Development.** Prepares the Department's biennial budget proposal. Develops budget proposals, in conjunction with program staff, for consideration by the Office of the Secretary. Budget papers include analysis of fiscal, policy, and programmatic effects of the proposal. Prepares the Department budget request which includes requested funding, statutory language changes, and description of budget items proposed by the Department. Responds to questions and requests for additional information and analysis from the state budget office and Legislative Fiscal Bureau. Prepares recommendations of gubernatorial vetoes. Participates in developing Department policy and program initiatives. Monitors and assists in resolving operating budget problems with the Divisions. Reviews and processes federal grant requests. Prepares fiscal notes on proposed legislation.
3. **Evaluation.** Conducts program evaluation studies including legislatively-mandated evaluations, federal waiver evaluations, and evaluations selected by Department administrators and managers. Coordinates development of performance scorecards to assess program outcomes in key program areas. Prepares a health and well-being report to identify program outcome trends and compare the performance of the Department to that of the nation. Conducts policy research and analysis and provides consultation and technical assistance to Department staff on evaluation approaches and techniques.
4. **Area Administration.** Administers the Annual State/County Contract and Family Care Contract. Provides oversight and monitoring of local human service programs. Provides ongoing consultation and technical assistance to counties. Identifies issues or concerns from the local viewpoint, and helps Department management to develop possible resolutions. Facilitates communication and coordination between counties and the Department. Represents the Department on statewide, regional and local workgroups or ongoing committees.
5. **Tribal Affairs.** Provides leadership to tribal governments, American Indian organizations, counties, and DHFS staff in the development and implementation of effective health and human service programs. Maintains an effective government to government relationship with Wisconsin Tribes. Develops and administers the annual DHFS/Tribal performance-based contract. Provides administrative, fiscal, and program oversight, which promotes the development of a comprehensive, coordinated delivery system for income maintenance, health, and human services. Identifies issues and concerns and facilitates the resolution of problems. Develops and recommends health and human service policies, practices, procedures, and programs to improve human services and the health status of American Indians.

Office of Program Review and Audit

The Office promotes accountability, program and management improvement, and effective use of public resources by the Department and the agencies it funds. It conducts a variety of activities related to promoting effective oversight of program activities and funds, and practicing sound management practices.

1. **Financial Management Policy Development.** Works with program divisions in developing department-wide financial management policies governing the Department's relationships with subrecipients. The most prominent policy areas include developing the Department's *Allowable Cost Policy Manual* and the *Provider Agency Audit Guide*, which provides instructions to independent auditors of non-governmental agencies that the Department funds. Provides leadership in developing other department-wide documents, such as the *Financial Management Manual* that counties, tribes, and boards are contractually obligated to comply with, the DHFS model contract for providers, and the *DHFS Contract Administration Manual*.
2. **Reviewing and Resolving Subrecipient Audits.** Obtains, reviews and resolves annual financial and compliance audits of governmental (especially counties) and non-governmental agencies that the Department provides funds to. Collects and reviews these audit reports, and works with affected program divisions to resolve significant audit findings, such as non-compliance resulting in inappropriate use of department funds.
3. **Reviewing Subrecipients.** Conducts reviews of selected agencies that the department funds. The reviews typically address a mix of program and financial management issues. OPRA performs some audits entirely on its own, but most reviews are performed as a team, in which OPRA audit and program review professionals work collaboratively with division staff to review an agency's performance.
4. **Conducting Internal Audits or Reviews.** Conducts internal reviews or process improvement efforts that are designed to provide department program managers with additional objective insights into how programs and operations can be improved. The reviews can have a compliance, operational efficiency, and/or program effectiveness orientation.
5. **Technical Assistance on Contracting.** Assists divisions in improving their contracts and contract monitoring processes. Works with program divisions to help them set up systems for monitoring the program and financial performance of contractors. Assists divisions in developing contract payment language that better incorporates pay for performance concepts.
6. **Conducting Investigations.** Conducts investigations of sensitive situations that are designed to provide management with prompt, objective analysis of options for addressing situations that potentially pose significant risks to the department.
7. **Training.** Develops and offers training to department staff, independent audit firms, and county and other provider staff on a variety of financial management topics, including auditing standards and department audit requirements, allowable costs, reviewing and resolving audits, and contract administration.
8. **Liaison with Outside Auditors.** Serves as the primary liaison with the Legislative Audit Bureau (LAB) on program and management audits that LAB performs of the department. Works to promote sound,

productive relations with LAB. Advises top managers on how to best work with outside auditors and respond to audit findings.

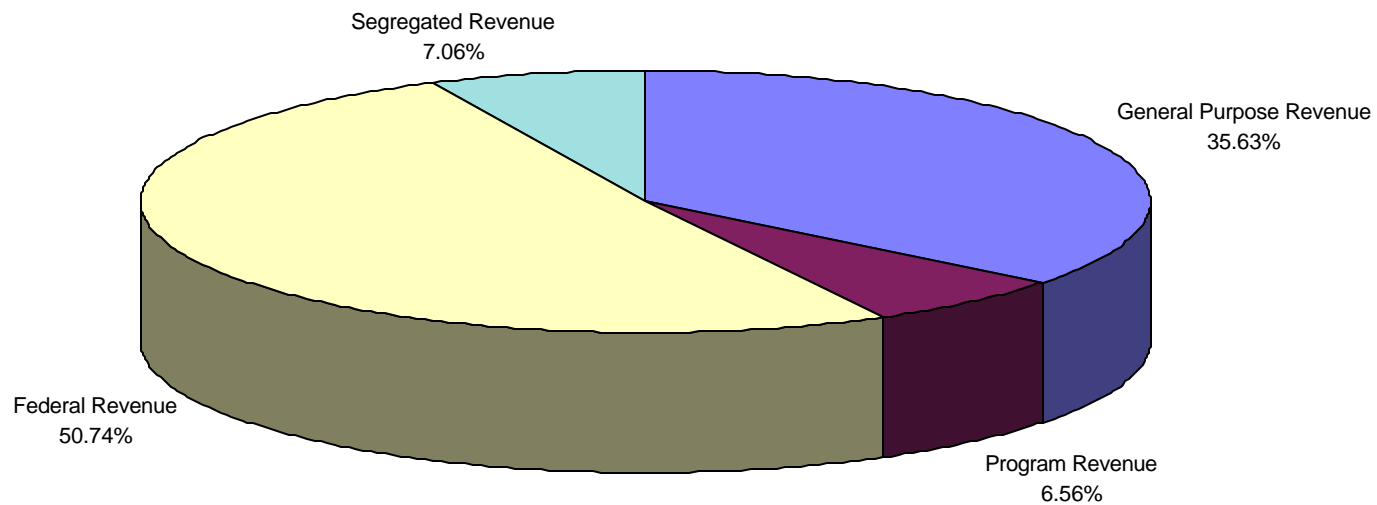
Office of Legal Counsel

The Office of Legal Counsel serves as a law office within the Department. It provides the Department with legal advice and representation.

1. **Representation.** Represents the Department and its officers and employees before administrative tribunals. Interviews and prepares witnesses for depositions, administrative hearings or other litigation.
2. **Legal Advice.** Advises the Department on the legal impact of policy matters, pending litigation, contracts, federal grants and other matters. Renders interpretations and provides advice for Department officials and staff concerning Departmental rules, regulations, court decisions, and legal documents. Writes legal opinions, memoranda, correspondence and various legal documents. Provides advice and counsel concerning Department legal positions to judges, district attorneys, county corporation counsel, and other governmental legal representatives, including other state agencies, Indian tribes and the Federal Government. Coordinates Department legal relationships with local, state, tribal and federal officials. Supervises investigations by the Department as necessary.
3. **Drafting.** Assists in drafting proposed legislation and rules. Reviews proposed legislation to determine the potential legal impact on the Department. Drafts Department contracts, reviews Department contracts drafted by program staff, and, where necessary, assists in negotiations for contract language.
4. **Liaison.** Identifies legal questions that necessitate an opinion of the Attorney General and prepares requests for the Department. Acts as liaison to the Department of Justice or the U.S. Attorney's Office in litigation in court cases. Appears in court on behalf of the Department when directed by the Governor, under arrangement with the Department of Justice, or in other cases authorized by law.

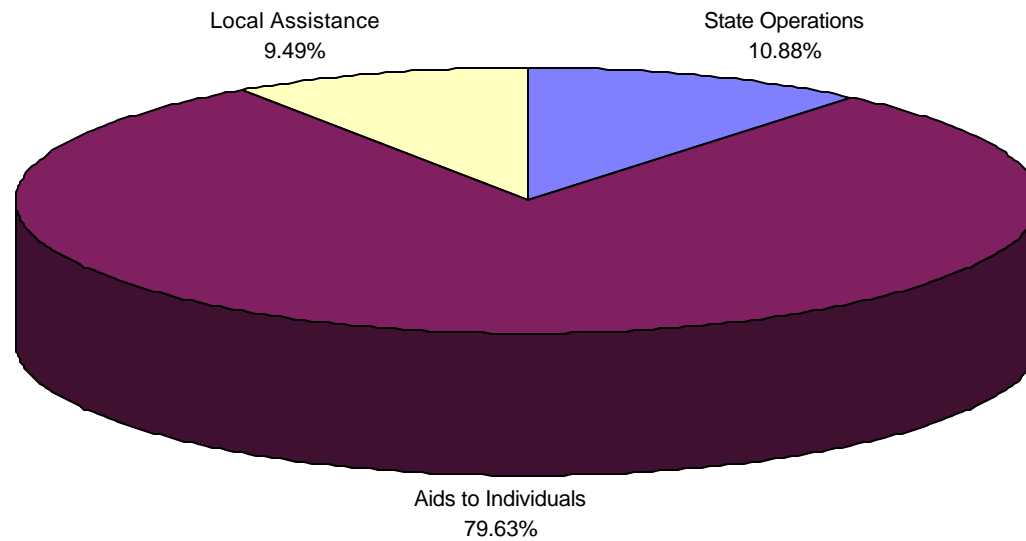
✓ DHFS Budget and Authorized Positions

2002-03 DHFS TOTAL BUDGET BY FUND SOURCE
(Total Budget = \$5,466,388,700)



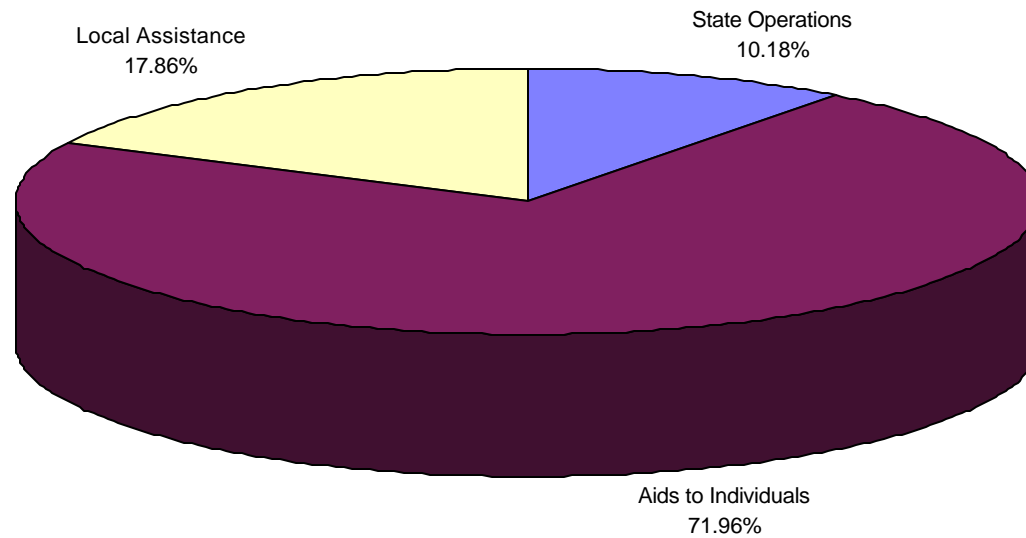
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 DHFS TOTAL BUDGET BY EXPENDITURE TYPE
(Total Budget = \$5,466,388,700)



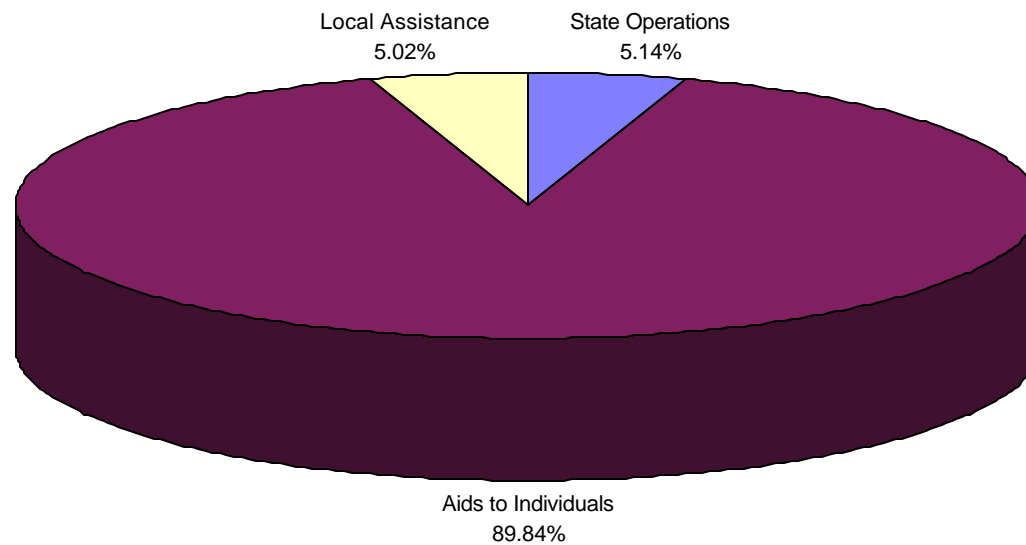
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 DHFS TOTAL GPR BUDGET BY EXENDITURE
(Total Budget = \$1,947,942,100)



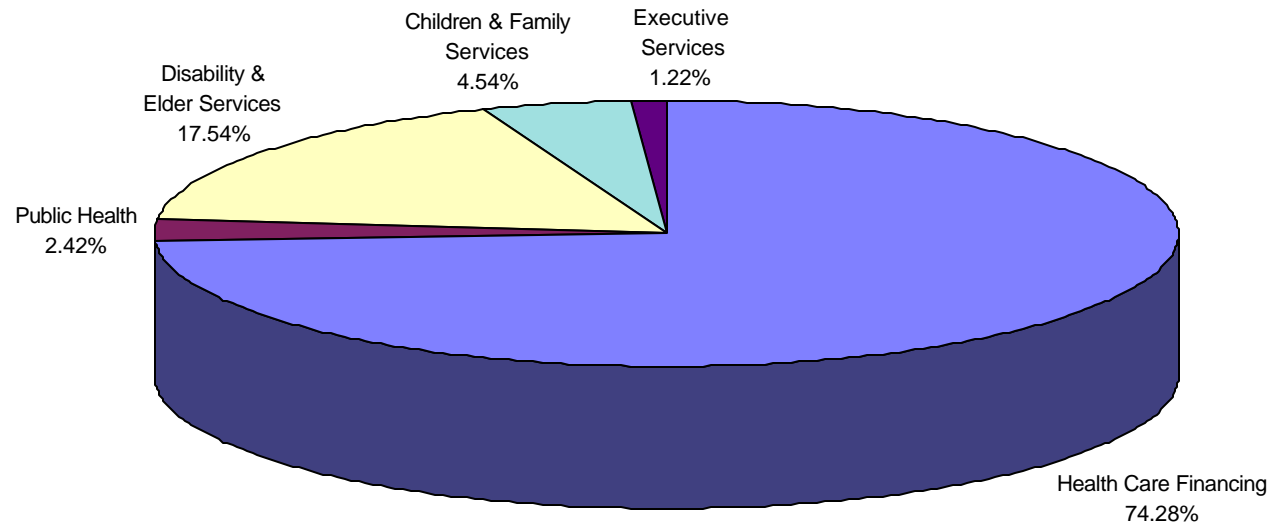
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 DHFS TOTAL FEDERAL BUDGET BY EXPENDITURE TYPE
(Total Budget = \$2,773,762,700)



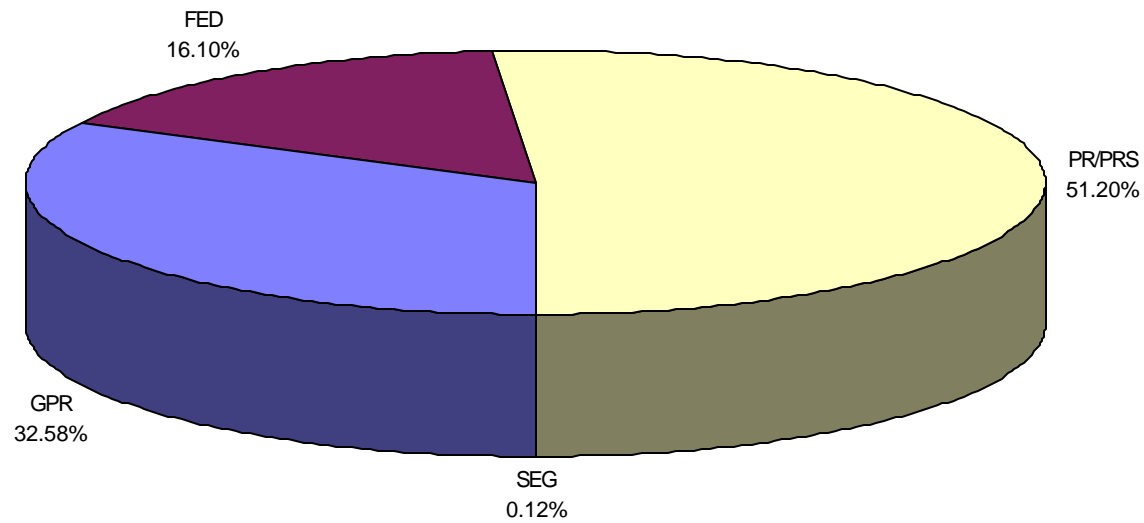
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 DHFS TOTAL BUDGET BY DIVISION
(Total Budget = \$5,466,388,700)



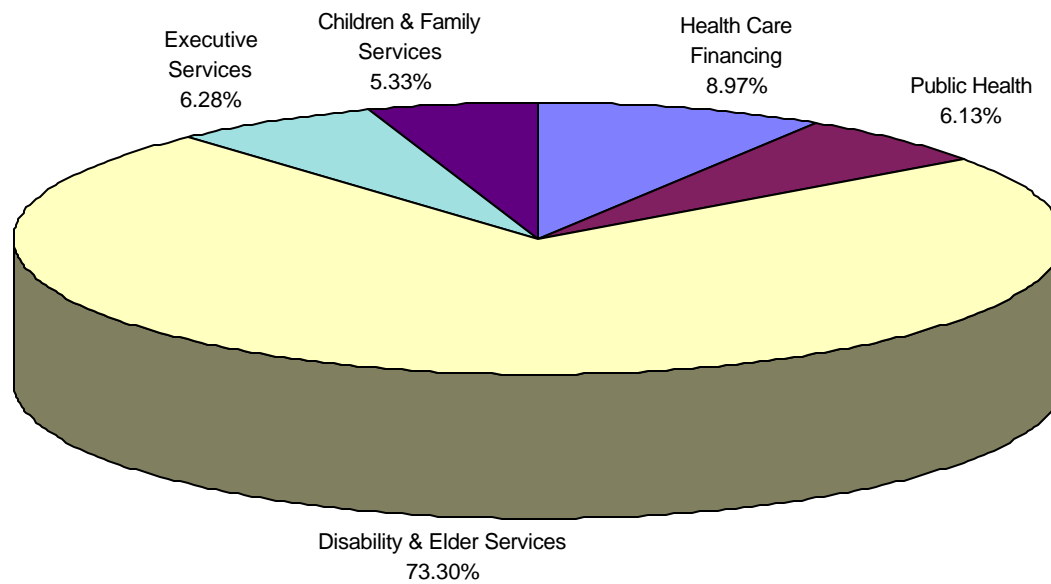
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 DHFS TOTAL POSITIONS BY FUND SOURCE
(Total Positions = 6,740.98)



Reflects budget actions through 2001 Wisconsin Act 109.

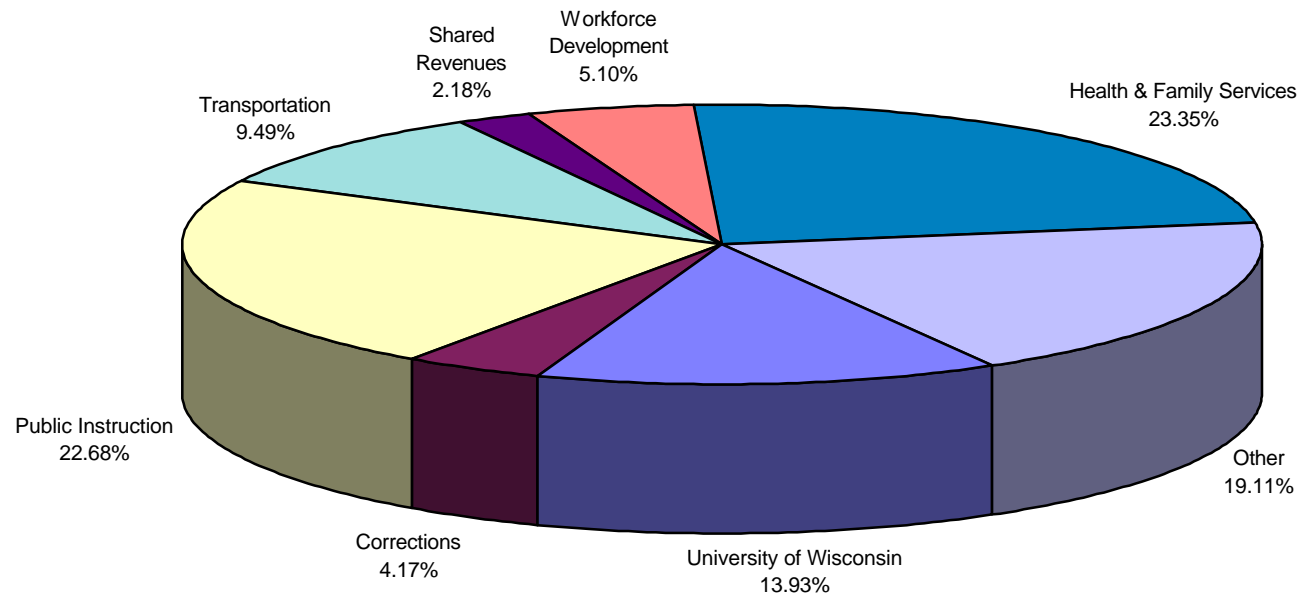
2002-03 DHFS TOTAL POSITIONS BY DIVISION
(Total Positions = 6,740.98)



Reflects budget actions through 2001 Wisconsin Act 109.

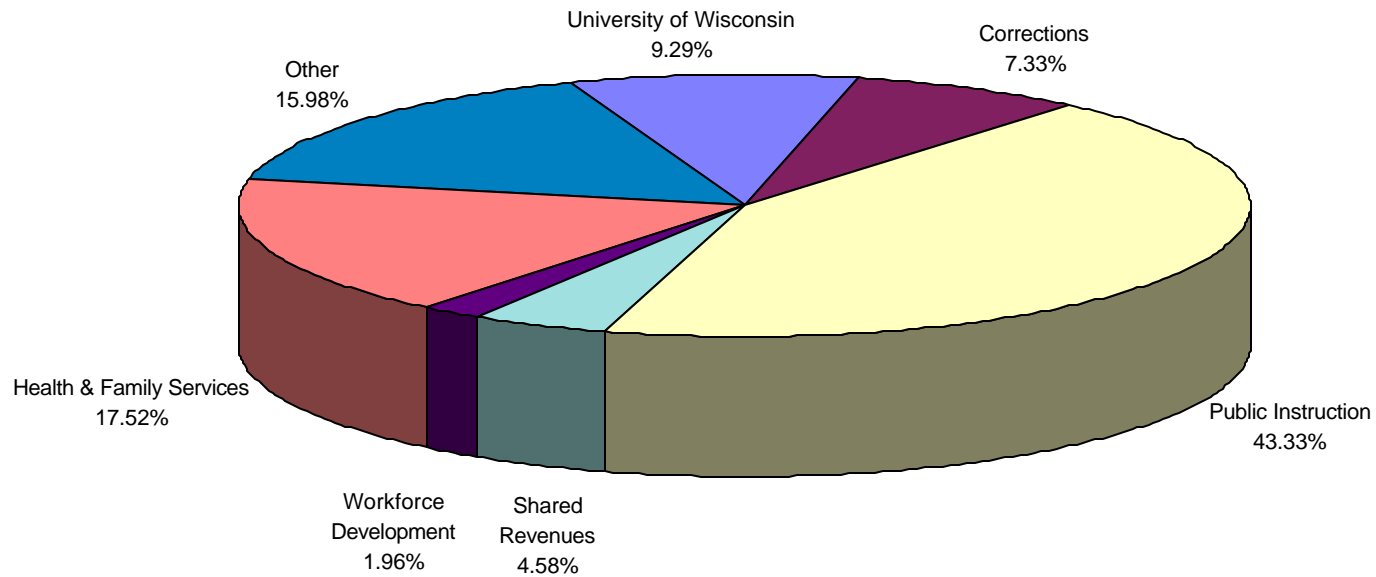
**✓ DHFS Budget As A
Portion of Total
State Budget**

2002-03 WISCONSIN TOTAL BUDGET BY STATE AGENCY
(Total Budget = \$23,411,401,500)



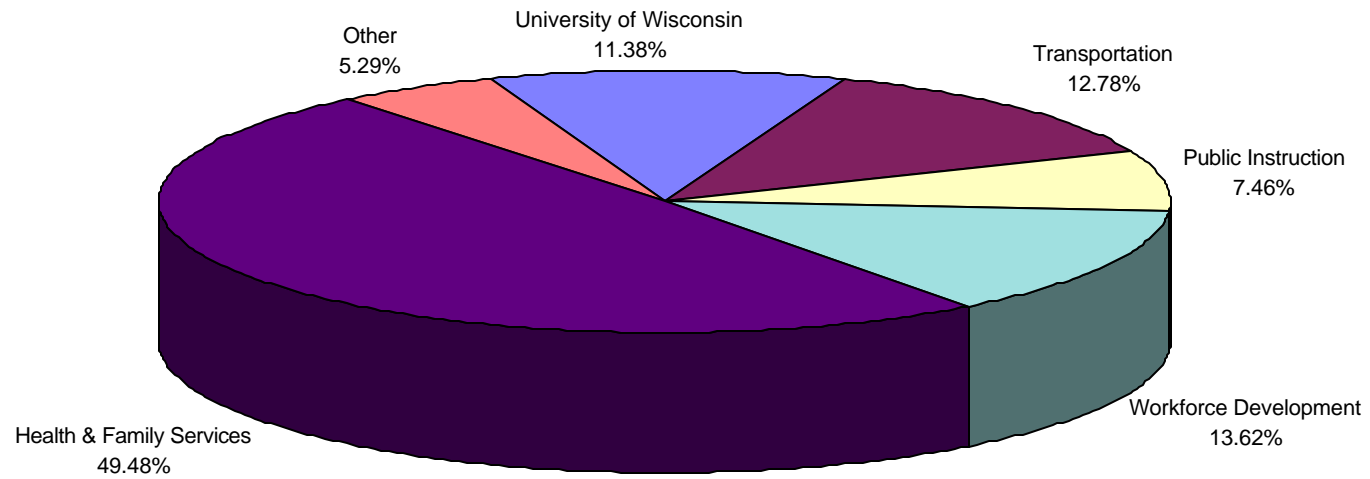
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 WISCONSIN GPR BUDGET BY STATE AGENCY
(Total GPR Budget = \$11,121,564,300)



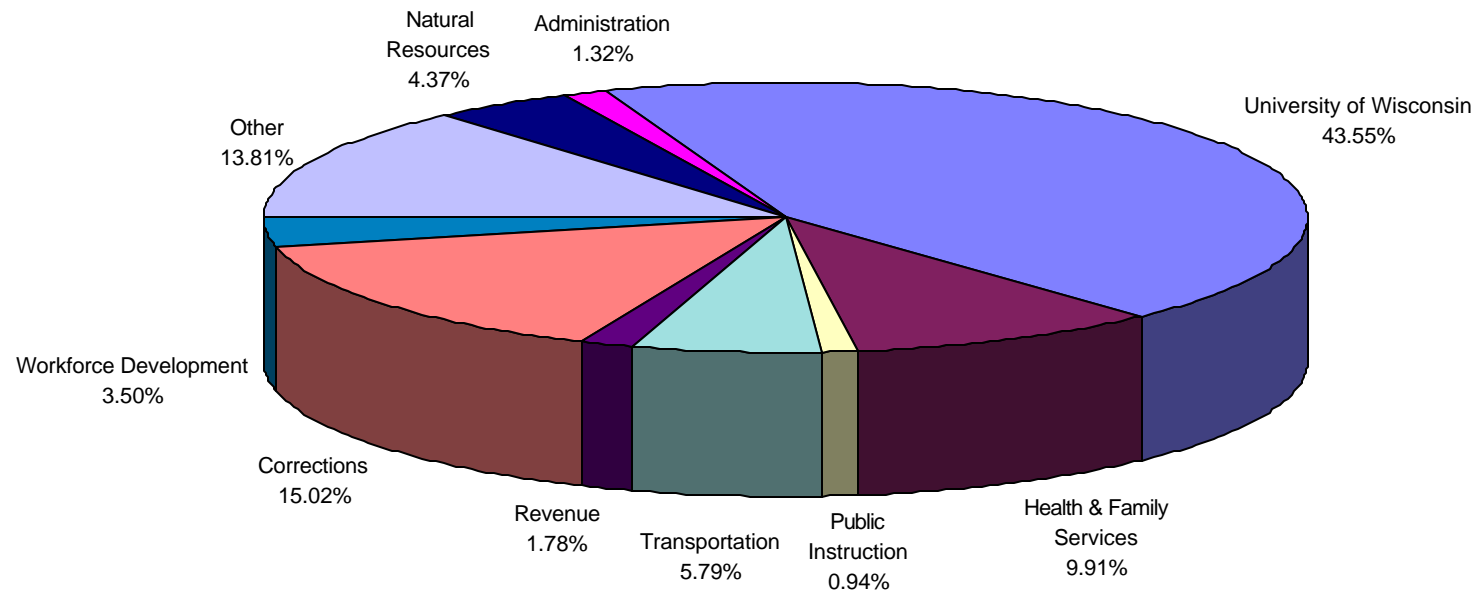
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 WISCONSIN FEDERAL BUDGET BY STATE AGENCY
(Total Federal Budget = \$5,606,106,100)



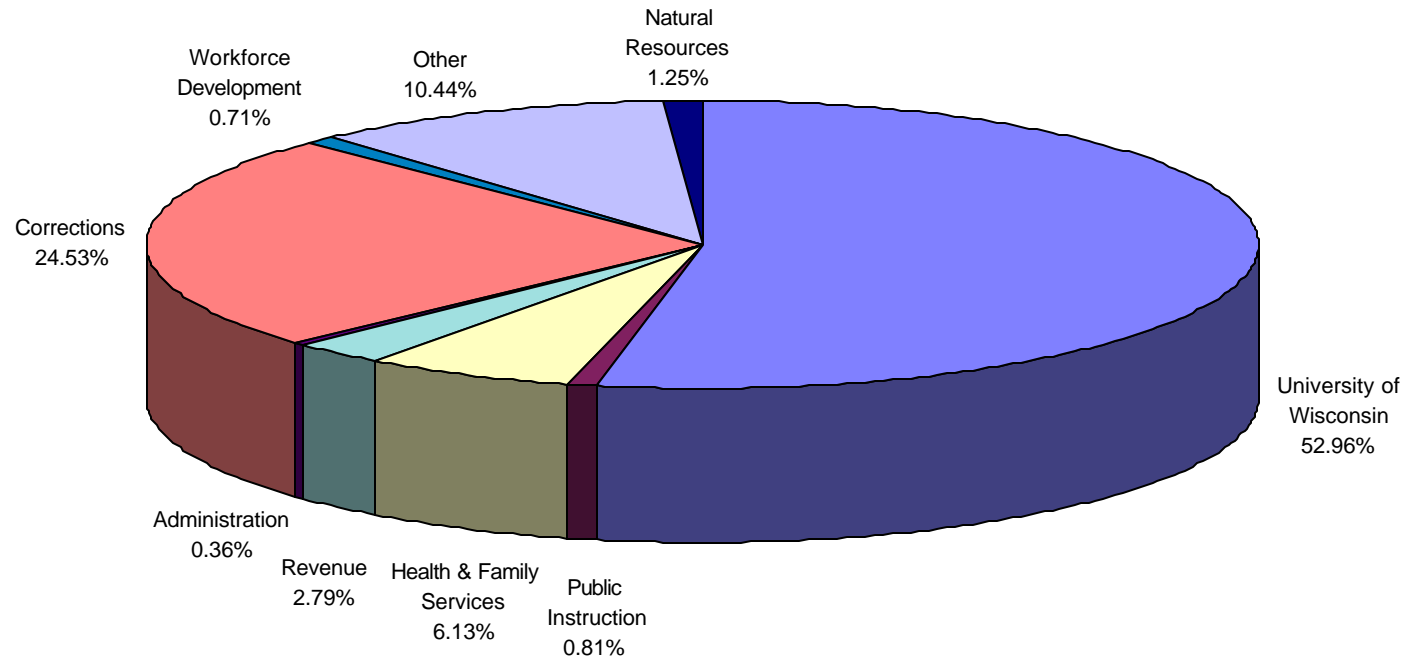
Reflects budget actions through 2001 Wisconsin Act 109.

2002-03 TOTAL STATEWIDE POSITIONS -- ALL FUNDS
(Total Positions = 68,042.02)



Reflects budget actions through 2001 Wisconsin Act 16.

2002-03 TOTAL STATEWIDE POSITIONS -- GPR
(Total Positions = 35,807.00)



Reflects budget actions through 2001 Wisconsin Act 16.